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U.S. Department of State Foreign Affairs Manual Volume 1
Organization and Functions

1 FAM 020

OFFICE OF THE SECRETARY OF STATE (S)

*(CT:ORG-354; 01-30-2015)
(Office of Origin: S/ES-EX/GSO)*

NOTE: The Department has issued interim directives superseding the text in this section regarding the merger of Global Health Diplomacy (S/GHD) into the Office of the Global AIDS Coordinator (S/GAC). Please reference Department Notice 2015_01_134 for more information.

1 FAM 021 THE SECRETARY OF STATE (S)

1 FAM 021.1 Responsibilities

(CT:ORG-138; 04-25-2005)

- a. The Secretary has responsibilities, by virtue of law or Executive order, with respect to such matters as international educational and cultural affairs, information activities, foreign assistance, food for peace, arms control and disarmament, supervision of programs authorized by the Peace Corps Act, social science research, immigration, and refugee assistance.
- b. The Secretary has authority and responsibility to the full extent permitted by law for the overall direction, coordination, and supervision of interdepartmental activities of the U.S. Government abroad. This authority includes continuous supervision and general direction of:
 - (1) Peace Corps programs;
 - (2) Economic assistance;
 - (3) Military assistance;
 - (4) Military education and training; and
 - (5) Military sales programs as provided in the Foreign Assistance Act of 1961, as amended; Peace Corps Act; and Foreign Military Sales Act.
- c. The authority does not extend to:
 - (1) The activities of U.S. military forces operating in the field where such forces are under the command of a U.S. area military commander;
 - (2) Such other military activities as the President elects to conduct through military channels; and
 - (3) Activities which are internal to the execution and administration of the approved programs of a single department or agency and which are not of

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such a nature as to affect significantly the overall U.S. program in a country or region abroad.

- d. The Secretary has authority and responsibility for the execution of foreign policy and for the direction, coordination, and supervision of interdepartmental activities abroad. The Secretary of State utilizes, in addition to the normal Department resources, the system of NSC Interdepartmental Groups and the Under Secretaries Committee outlined in 1 FAM 013.1. Within the purview of these responsibilities, the Secretary delegates executive authority to the committee chairmen.
- e. Has substantive and coordinating responsibility for the following Foreign Affairs Manual (FAM) materials:
 - (1) 1 FAM 011 through 1 FAM 013 inclusive;
 - (2) 1 FAM 020—The Secretary of State (S);
 - (3) 2 FAM 010—Areas of Responsibility for the Conduct of Foreign Relations (S);
 - (4) 2 FAM 200—Privileges and Immunities (S/CPR);
 - (5) 2 FAM 300—Protocol, Precedence, and Formalities (S/CPR);
 - (6) 2 FAM 750—Action and Clearance Procedures (S); and
 - (7) 2 FAM 940—Payment of Rewards for Information in Cases of International Terrorism (S/CT).

1 FAM 021.2 Organization

(CT:ORG-231; 09-27-2010)

For an organization chart for the Office of the Secretary of State (S), see 1 FAM Exhibit 021.1.

1 FAM 021.3 Authorities

(CT:ORG-345; 09-04-2014)

- a. The Secretary of State's basic authority derives from those provisions of the U.S. Constitution which vest in the President the power to make treaties and appoint ambassadors, other public ministers, and consuls, by and with the advice and consent of the Senate. A number of specific responsibilities, authorities, and requirements, too numerous to list, are vested in the Secretary by State Authorization Acts (i.e., FY 94-95, FY 92-93, etc.). Some of these are redelegated within the Department. The Secretary's authorities are more properly found in 1 FAM 011 and 1 FAM 012.
- b. Congress established the position of Ombudsman for Civil Service Employees (S/CSO) in Section 172 of the Foreign Relations Authorization Act, FY 1988-

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1989 (Public Law 100-204).

- c. S/FSG authority is derived from chapter 11 of the Foreign Service Act of 1980 and implementing regulations (22 CFR Chapter 9).

1 FAM 022 OFFICE OF THE SECRETARY OF STATE (S)

1 FAM 022.1 Chief of Staff (S/COS)

(*TL:ORG-104; 06-30-2001*)

The Chief of Staff:

- (1) Reports directly to the Secretary of State (S);
- (2) Performs such managerial and policy duties as the Secretary directs; and
- (3) Works closely with the Executive Secretary (S/ES), as required.

1 FAM 022.2 Executive Secretariat (S/ES)

(*CT:ORG-231; 09-27-2010*)

- a. The Special Assistant to the Secretary and Executive Secretary of the Department, with rank administratively equivalent to an Assistant Secretary, ensures the prompt, efficient, and orderly staffing of policy problems requiring the attention of the Secretary (Deputy and Under Secretaries) in the coordination of material presented to them and the implementation of decisions made by them.
- b. The Executive Secretariat also:
 - (1) Directs and controls official action, briefing, and information documents to and from the Secretary (Deputy and Under Secretaries) and ensures implementation of decisions made by them;
 - (2) Serves as the official channel for the transmission of information and recommendations from the Department to the White House and other U.S. Government departments and agencies;
 - (3) Serves as the official channel for the receipt from the White House of instructions and responses to recommendations, assigning action on them and following up to ensure implementation;
 - (4) Coordinates the Department's role in the National Security Council (NSC) system. S/ES provides guidance and support to bureaus on the functions of the interagency system;
 - (5) Coordinates the Department's role in the cabinet system including meetings of the cabinet and cabinet councils: tasks and reviews papers

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required for these meetings;

- (6) Serves as focal point within the Department in alerting officials to the emergence of crises, ensures prompt action to deal with them, and effects coordination with other agencies; and
- (7) Ensures that documents addressed to the principals have received adequate staff review.

1 FAM 022.2-1 Executive Office (S/ES-EX)

(TL:ORG-104; 06-30-2001)

The Executive Office provides management support and a complete range of administrative services for the Secretary, Deputy Secretary, Under Secretaries, and their staff offices which comprise the S area. This office provides logistical support for official travel by the Secretary and other Department principals.

1 FAM 022.2-2 Executive Secretariat Staff (S/ES-S)

(CT:ORG-313; 07-16-2013)

The Executive Secretariat Staff:

- (1) Coordinates, tasks, tracks, and reviews briefing papers, memoranda, diplomatic notes, and correspondence for the Secretary, both Deputy Secretaries, the Under Secretary for Political Affairs, the Counselor, and the White House;
- (2) Ensures proper record management of documents for Department principals, as well as retrieval of archived documents upon request;
- (3) Drafts pre-approved language for use by the Department of State when replying to messages from world leaders addressed to the President and the Secretary, as well as replies to ceremonial messages;
- (4) Coordinates preparations for international conferences, high level visits, and other major meetings in which the Secretary, Deputy Secretaries, and Under Secretary for Political Affairs participate;
- (5) Tasks, prepares, and reviews briefing materials for official overseas and domestic travel of the Secretary;
- (6) Advances the Secretary's official overseas and domestic travel; staffs the Secretary's mobile office when on official travel.
- (7) Tasks, prepares, and reviews the briefing materials for the official travel abroad of the Deputy Secretaries and Under Secretary for Political Affairs;
- (8) Maintains CONTAX database on foreign chiefs of state, other foreign government officials; American and foreign ambassadors; ecclesiastical and academic personages; and Cabinet members and other high-level USG and foreign officials for use by the Department of State and other selected

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U.S. Government users;

- (9) Provides guidance on correspondence and briefing materials for desk officers and bureau staff;
 - (10) Coordinates State Department participation in Principals Committee (PC), Deputies Committee (DC), NSC, NEC, and cabinet meetings, and tasks and reviews briefing papers for these meetings as needed; and
 - (11) Organizes special events such as Chiefs of Mission conferences, town hall meetings, and special ceremonies for Department of State principals, and works on other special projects for principals, as required.
- b. S/ES-S is comprised of two divisions. The
- (1) Secretarial Advance and Staffing Division; and
 - (2) Correspondence, Records, and Staffing Division.

1 FAM 022.2-3 Operations Center (S/ES-O)

(CT:ORG-313; 07-16-2013)

The Operations Center:

- (1) Is the Department of State's around-the-clock alerting, briefing, and crisis management office;
- (2) By maintaining a 24-hour global watch, alerts and briefs top officers of the Department, task forces, and concerned Department bureaus on important developments requiring immediate attention, and ensures that prompt action is taken, as necessary;
- (3) Functions as the Department's point of contact for the interagency exchange of crisis-related information, including the compilation of current information on the number of official and private American citizens and third-country nationals present in each country abroad;
- (4) Screens and distributes cables and other documents for the Secretary and principal officers and is responsible for the preparation of daily summary reports;
- (5) Controls, on behalf of the Executive Secretary, sensitive categories of telegraphic traffic which are sensitive in content or timing;
- (6) Provides crisis management support to the Department. Under authority delegated by the Secretary, with the policy guidance of the Under Secretaries for Political Affairs and Management, and at the direction of the Executive Secretary, S/ES-O has the principal Department responsibility for initial formal and informal crisis management operations. Under authority assigned by Presidential Directive 27 (1/19/78), S/ES-O assumes initial action responsibility on asylum requests, acts of terrorism/hijackings, and other nonmilitary incidents which could have implications for our foreign

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relations;

- (7) Has responsibility for testing and assessment of the Department's crisis management capabilities;
- (8) Coordinates planning and implementation of plans within the Department and the interagency community, through the Washington Liaison Group for the protection and evacuation of U.S. citizens abroad in emergencies;
- (9) Serves as primary point of contact and support office for the Secretary of State and the Secretary's party when traveling;
- (10) Provides full-time support for task forces convened by the Executive Secretary in response to international crises; and
- (11) Monitors events that threaten the security of the U.S. missions, their personnel, and private U.S. citizens abroad, and provides briefs to Department principals and the interagency community on developing situations.

1 FAM 022.2-4 Information Resources Management Office (S/ES-IRM)

(CT:ORG-313; 07-16-2013)

The Information Resources Management Office (S/ES-IRM) develops, implements, and operates all information management and records management systems for the Secretary, the Deputy Secretary, the Under Secretaries, the Counselor, the Executive Secretariat, and other specific offices.

1 FAM 022.3 The Office of the Ombudsman (S/O)

(CT:ORG-328; 04-04-2014)

- a. The Ombudsman advises the Secretary of State and senior Department management on workplace issues, including those pertaining to the ability of employees, including Civil Service employees, to contribute to the achievement of the Department's mandated responsibilities.
- b. The Office of the Ombudsman (S/O) is headed by the Ombudsman, who also serves as the Ombudsman for Civil Service Employees in accordance with 22 U.S.C. 2664a. By law (22 U.S.C. 2664a), the Ombudsman, by virtue of also serving as the Ombudsman for Civil Service Employees, must be a career-reserve member of the Senior Executive Service.
- c. The Office of the Ombudsman consists of an Ombuds Services Office, which supports the Ombudsman, who in turn:
 - (1) Serves as senior advisor to the Secretary of State and senior Department management on matters pertaining to the effective and efficient utilization of the Department workforce;

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- (2) Conducts evaluations and analyses of career opportunities and promotion pathways, developmental assignments, training, morale, and other matters relevant to the promotion of a vigorous and stable Department workforce;
 - (3) Maintains an awareness of matters of concern to Department employees by consulting with employee representatives and maintaining an "open door" for the expression of ideas and suggestions; and
 - (4) Reports to the Secretary on activities that have a significant effect on Civil Service employment.
- d. The Office of the Ombudsman shall also consist of a Workplace Conflict Prevention and Resolution Center (wCPRc) through which the Ombudsman promotes conflict prevention and resolution in the workplace. In performing this function, the Ombudsman:
- (1) Functions as an independent and impartial resource for Department personnel seeking early resolution of workplace related concerns;
 - (2) Assists parties in conflict to work toward a mutually agreeable resolution;
 - (3) Holds communications with individuals seeking assistance in confidence, except that such information may be disclosed upon the consent of the party providing the information, in cases where there appears to be imminent risk of serious harm, or as otherwise required by law;
 - (4) May use any appropriate Alternative Dispute Resolution process, if practical, to resolve any matter within the Ombudsman's purview; and
 - (5) Liaises with other Government agencies regarding alternative dispute resolution programs and conflict resolution practices within the Department.

1 FAM 022.4 Deputy Assistant Secretary for Civil Rights (S/OCR)

(CT:ORG-231; 09-27-2010)

The Deputy Assistant Secretary for Civil Rights (S/OCR):

- (1) Serves as principal adviser to the Secretary of State and other principal officials on equal employment opportunity and civil rights matters;
- (2) Directs the activities of the Office of Civil Rights, which directs the Equal Employment Opportunity and Civil Rights Programs of the Department and its Foreign Service posts. The Deputy Assistant Secretary for Civil Rights serves as the Director for the Department's Equal Employment Opportunity Advisory Council, which consists of members of Asian and/or Pacific Americans, Black Americans, Hispanic Americans, and women employee organizations of the Department;
- (3) Implements the Civil Rights Act of 1964, as amended; the Rehabilitation

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Act of 1973, as amended; the Age Discrimination Act of 1975, as amended; the nondiscrimination provisions of the Foreign Service Act of 1980; and other statutes, executive orders, and regulations to ensure equal opportunity for applicants and employees without regard to race, color, religion, sex, national origin, age, handicap, marital status, or political affiliation, and to ensure nondiscrimination in all programs or activities conducted and/or funded by the Department;

- (4) Manages special emphasis efforts for all minorities and women, including the Federal Women's Program and the Hispanic Employment Program; and provides technical assistance to the Department's Handicap Program Manager and Selective Placement Coordinator;
- (5) Ensures compliance with requirements for the development, submission, and promulgation of Affirmative Action Plans and civil rights enforcement plans, guidelines, and regulations;
- (6) Monitors, evaluates, and advises in personnel processes such as recruitment, training, upward mobility, assignment, and promotion to ensure the achievement of equal employment opportunity objectives;
- (7) Counsels employees and applicants on EEO-related training so that all categories of employees are instructed at various stages of their careers on their rights, duties, and responsibilities;
- (8) Administers the equal employment opportunity discrimination complaint procedures, insuring availability of EEO counselors and investigators;
- (9) Maintains liaison with the Equal Employment Opportunity Commission, the Office of Personnel Management, the Department of Justice, foreign affairs agencies, and other U.S. Government agencies and employee organizations, equal employment opportunity and civil rights; and
- (10) Maintains liaison with non-U.S. Government organizations as appropriate in the interest of equal opportunity and civil rights, and in support of related programs, events, and celebrations.

1 FAM 022.5 Open Forum (S/OF)

(CT:ORG-345; 09-04-2014)

- a. The Open Forum (S/OF), headed by a chairperson who serves directly under the Secretary of State, brings new or alternative policy recommendations to the Secretary and other principals from U.S. Government employees at all levels of the Department of State and the U.S. Agency for International Development (USAID). The Open Forum provides opportunities for any employee to express professional views (including dissenting views) candidly, free of bureaucratic constraints, and under safeguards against pressures or penalties.
- b. The Policy Planning Staff will manage the selection process for the chairperson.

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- c. Administrative resources for the Open Forum are provided through the Policy Planning Staff (S/P).
- d. The chairperson:
 - (1) Operates a speaker program in which experts periodically address employees to stimulate thinking on foreign policy issues;
 - (2) Operates the Open Forum Channel through which any employee of State and USAID may submit to the Secretary, and other principals, new or alternative policy ideas (other than views which are suitable for the Dissent Channel); and
 - (3) Seeks to obtain appropriate awards (e.g., the American Foreign Service Association's annual Herter, Rivkin, and Harriman awards), and other recognition and reward, for employees who demonstrate both courage and discipline in advocating their views.

1 FAM 022.6 U.S. Global AIDS Coordinator (S/GAC)

(CT:ORG-345; 09-04-2014)

The U.S. Global AIDS Coordinator oversees all U.S. international HIV/AIDS assistance and coordinates the efforts of the various agencies and departments that deliver it. The Coordinator has primary responsibility for all resources and international activities of the U.S. Government to combat the HIV/AIDS pandemic, including U.S. contributions to the Global Fund to Fight AIDS, Tuberculosis, and Malaria, and to advance the HIV/AIDS prevention, care and treatment goals laid out by the President in his Emergency Plan for AIDS Relief and in Public Law 108-25, The United States Leadership Against HIV/AIDS, Tuberculosis, and Malaria Act of 2003.

1 FAM 022.7 Office of War Crimes Issues (S/WCI)

(CT:ORG-345; 09-04-2014)

The Office of War Crimes Issues, headed by the Ambassador-at-Large for War Crimes Issues, advises the Secretary of State directly and formulates U.S. policy responses to atrocities committed in areas of conflict and elsewhere throughout the world. As the President's envoy, the Ambassador travels worldwide engaging heads of state and international organizations to build bilateral and international support for U.S. policies. The Ambassador visits affected countries and uses a range of diplomatic, legal, economic, military, and intelligence tools to help secure peace and stability and build the rule of law. Since September 11, 2001, the office has played a key diplomatic role with foreign governments whose nationals have been captured in the war on terror. The office also has primary responsibility for policy on Iraqi war crimes.

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1 FAM 023 POLICY PLANNING STAFF (S/P)

(CT:ORG-231; 09-27-2010)

- a. The Director of the Policy Planning Staff (S/P), with rank administratively equivalent to an Assistant Secretary, and members serve as a basic staff for the Secretary and other principals, providing substantive staff analysis, review, and advice, including recommendations for alternative courses of action, on major ongoing and prospective policy issues, the interrelationship between issues, and the strategic or longer term consequences of actions.
- b. The Director and the members:
 - (1) Identify gaps in policy, new problem areas, and emerging situations requiring policy attention and formulate policy to meet these requirements and prepare initial studies and recommendations on major policy problems and coordinates implementation, as necessary, with regional and functional bureaus;
 - (2) Conduct broad analytical studies of regional or functional issues which have impact on several regions and merit an effort to develop broad principles for general application;
 - (3) Collaborate with regional and functional bureaus in preparation of policy papers and briefing material for meetings and trips by Department principals and visits of senior foreign officials;
 - (4) Seek to ensure that memoranda presented to Departmental principals contain the fullest range of policy options and suggestions for alternative courses;
 - (5) Assist in the preparation of public addresses and other material for public appearances by the Secretary, the Deputy Secretary, and other principal officers and coordinate statements and talking points for public occasions;
 - (6) Provide substantive input for the Department's recommendations to the National Security Council and National Economic Council. S/P maintains close contact with counterparts on National Security Council and National Economic Council staffs to ensure policy coordination and coordinates within the Department and other agencies the preparation of responses to Presidential Review Directives or Presidential Decision Directives;
 - (7) Represent the Department in regularly scheduled bilateral and multilateral policy planning discussions with key countries and/or organizations such as France, Germany, Japan, the United Kingdom Canada, China, NATO's Atlantic Policy Advisory Group, the EU, and Brazil;
 - (8) Develop and maintain relations with the academic community and with outside sources of foreign affairs expertise, directly and through supporting policy consultants and policy-oriented external research arrangements; and
 - (9) Encourage and support the Open Forum and similar efforts to develop

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participation and policy innovation in foreign affairs.

1 FAM 024 CHIEF OF PROTOCOL (S/CPR)

(CT:ORG-231; 09-27-2010)

The Chief of Protocol (S/CPR):

- (1) Serves as the protocol official for the U.S. Government and advises the President, the Vice President, the Secretary of State, and other high-ranking officials on matters of national and international protocol;
- (2) Plans, arranges, and executes detailed programs for visiting chiefs of state, heads of government, foreign ministers, and high officials, and accompanies such officials on U.S. tours;
- (3) Plans and makes detailed arrangements for Presidential delegations to funerals, inaugural, independence, and similar ceremonies abroad;
- (4) In cooperation with the Under Secretary for Management, the Executive Secretary, and the regional bureau concerned, serves as coordinator within the Department and between the Department and the White House on all protocol matters for Presidential or Vice Presidential travel abroad and for travel and other accommodations for meetings in the United States (other than in Washington) between the President or the Vice President and chiefs of state or heads of government;
- (5) Plans and assists in carrying out programs for certain public events where the diplomatic corps is involved, including U.S. Presidential inaugurations and State funerals;
- (6) Plans and executes arrangements for official functions given by the Secretary of State, the Vice President, and high-ranking U.S. Government officials; provides general ceremonial advice as requested by officials or the public.
- (7) Coordinates with the White House on the presentation of credentials of foreign ambassadors to the President;
- (8) Has primary responsibility within the Department for all activities associated with the:
 - (a) Accreditation of ambassadors, ministers, and chargés;
 - (b) Accreditation of diplomatic and consular officers assigned to the foreign missions, the permanent missions to the United Nations, the delegations to the Council of the Organization of American States, and other international organizations in the United States (including territories and possessions); and
 - (c) Registration of other employees of foreign governments and employees of public international organizations in the United States,

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its territories, and possessions;

- (9) Maintains the official records regarding the status of:
 - (a) All diplomatic and consular officers of foreign governments accredited to or accepted by the United States and members of their staffs; and
 - (b) All other employees of foreign governments and employees of public international organizations in the United States (including territories or possessions), who are entitled to privileges and immunities pursuant to the laws of nations and the law of the United States or any treaty or other international agreement to which the United States is a party;
- (10) Is responsible for publication of the Diplomatic List and the list of Foreign Consular Offices in the United States;
- (11) Administratively determines eligibility of diplomatic, consular, and other foreign government officers and employees with respect to rights, privileges, and immunities; issues appropriate credentials; advises State and local government authorities on the privileges and immunities to which such persons are entitled and related matters; extends good offices to facilitate the resolution of disputes arising out of diplomatic and consular immunities; provides certifications of the immunity status of individuals for use in court cases; requests waiver of immunity in appropriate cases; and assists in the negotiations of consular conventions and other treaties and agreements involving rights, privileges, and immunities of foreign government missions and personnel;
- (12) Provides advice and assistance to diplomatic missions in coordination with the Office of Foreign Missions regarding such matters as establishment of new missions, consular posts, and other special-purpose posts; the location of embassies and chanceries; and serves as liaison with other Federal agencies, the Government of the District of Columbia, State and local government authorities and attorneys, on matters of common concern;
- (13) Arranges clearances for foreign government aircraft and/or naval vessels visiting U.S. ports in connection with specific high-level visits ((all others are handled by the Bureau of Political-Military Affairs (PM)), and for certain U.S. public vessels visiting foreign ports;
- (14) Promotes development of the Chancery Section of the International Center in the Nation's Capital created by Public Law 90-553, approved October 8, 1968, as amended; and
- (15) Manages the operations and use of the President's Guest House (Blair House); represents the Department of State in coordinating the maintenance of the Guest House with the General Services Administration (GSA).

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1 FAM 025 FOREIGN SERVICE GRIEVANCE BOARD (S/FSG)

(CT:ORG-231; 09-27-2010)

- a. The Foreign Service Grievance Board (S/FSG) is an autonomous statutory body of not less than five independent U.S. citizens, headed by a chairperson, appointed by the Secretary. S/FSG receives administrative support from the Department; it is funded through the Department's budget.
- b. S/FSG adjudicates grievances of Foreign Service employees whose grievances were not resolved to their satisfaction by the foreign affairs agencies—the Department of State, the Agency for International Development, the Foreign Commercial Service, and the Foreign Agriculture Service. It is empowered to make binding decisions and orders, or in specified areas, formal recommendations to the agency head, subject to judicial review.
- c. S/FSG makes decisions in certain disputes ("institutional grievances") between the foreign affairs agencies and the employee representative organization (AFSA).
- d. S/FSG provides hearings to Foreign Service employees who are to be separated for cause.
- e. S/FSG hears appeals on claims for overpayment of Foreign Service annuities.

1 FAM 026 OFFICE OF THE COORDINATOR FOR RECONSTRUCTION AND STABILIZATION (S/CRS)

(CT:ORG-231; 09-27-2010)

The Office of the Coordinator for Reconstruction and Stabilization (S/CRS) coordinates and leads integrated U.S. Government efforts, involving all U.S. Government agencies with relevant capabilities, to prepare, plan for, and conduct reconstruction and stabilization (R&S) activities. It leads the U.S. Government's development and deployment of a strong civilian response capability including necessary surge capacity. It works with other U.S. Government agencies to strengthen the network of contacts, institutional arrangements, and associated planning and operational capabilities to improve U.S. Government response and program implementation for R&S operations. It ensures harmonization of civilian and military R&S plans and operations. It engages with the U.S. Congress, nongovernmental organizations (NGOs), foreign governments, international/regional organizations, and the private sector on conflict response, prevention, and R&S capabilities. It ensures program and policy coordination for R&S operations.

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1 FAM 026.1 Office of Planning

(CT:ORG-231; 09-27-2010)

The Office of Planning plans and conducts highly complex and multi-faceted U.S. Government R&S operations in specific countries at risk of, in, or emerging from conflict. In support of this mission, the office leads S/CRS country teams providing operational management and oversight of activities that require crisis response or long-term scenario-based planning, including when the Interagency Management System (IMS), an interagency planning and operating system, is activated. The Office of Planning also is responsible for building a U.S. whole-of-government civilian planning capacity for reconstruction, stabilization, and conflict transformation. It leads civilian-military integration efforts, applies the principles of the IMS, and implements both sectoral reconstruction and stabilization best practices.

1 FAM 026.2 Office of Conflict Prevention

(CT:ORG-231; 09-27-2010)

The Office of Conflict Prevention leads interagency teams to assess conflict and engage in conflict prevention planning to address stability in weak and failing states; serves as the bureau's point of contact to the intelligence community as well as the Bureau of Foreign Assistance; and manages for the bureau the transfer authority created under section 1207 of the 2006 Defense Authorization Act (Public Law 109-163), which provides DOD funding for stabilization, security, and reconstruction activities abroad.

1 FAM 026.3 Office of Civilian Readiness and Response

(CT:ORG-196; 10-02-2008)

The Office of Civilian Readiness and Response (CRR) recruits, readies, and deploys Active Response Corps (ARC) and Standby Response Corps (SRC) personnel for reconstruction and stabilization initiatives within the Department of State and among other agencies; builds systems and bodies of procedure to further develop response components; and provides operational and administrative support for the ARC, SRC, and long-term S/CRS deployments. CRR also oversees interagency reconstruction and stabilization training.

1 FAM 026.4 Office of Resource Management

(CT:ORG-231; 09-27-2010)

The Office of Resource Management is responsible for programming, budgeting and financial management for all S/CRS resources and directs all administrative management and support activities within the Office of the Coordinator, including program planning, administrative policy development, personnel management and

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services, information systems management, general office services, property management, security, management analysis and evaluation, procurement, and contracting. The Office of Resource Management serves as S/CRS's internal control manager, establishes internal management controls, and conducts periodic vulnerability assessments.

1 FAM 026.5 Office of Strategic Communications

(CT:ORG-196; 10-02-2008)

The Office of Strategic Communications advises the Coordinator on and conducts strategic communications in connection with R&S planning and operations, to include public affairs and public diplomacy, legislative affairs, diplomatic strategy and outreach, and information technology.

1 FAM 026.6 Civilian Reserve Home Office

(CT:ORG-231; 09-27-2010)

The Civilian Reserve Home Office manages the recruitment, hiring, training, and deployment of the Civilian Reserve Corps (CRC) and participates in interagency, intergovernmental, international and private sector forums regarding civilian response capabilities for reconstruction and stabilization operations.

1 FAM 027 THROUGH 029 UNASSIGNED

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1 FAM Exhibit 021.1

OFFICE OF THE SECRETARY OF STATE(S)

(CT:ORG-328; 04-04-2014)

